

**Texas Department of Health
Business Practices Evaluation
Status Report**

**Actions Taken to Address BPE Recommendations
For the Quarter Ending May 31, 2003**

Definition of Terms

Implemented	Action taken fulfills the intent of the recommendation.
Partially Implemented	Action has been taken, and additional actions will be required to fully implement the recommendation.
Delayed	Target dates for implementation have been revised.
Not Implemented	An alternative approach was used to fulfill the intent of the recommendation.
Ongoing	Action has been taken. The recommendation was implemented and action continues on an ongoing basis.

Abbreviations Used

ASC	Administrative Service Center
BIO	Business Improvement Office
BOH	Board of Health
BOP	Biennial Operating Plan
BPE	Business Practices Evaluation
CFO	Chief Financial Officer
COH	Commissioner of Health
COO	Chief Operating Officer
FAIR Team	Fiscal and Administrative Improvement Response Team
HHSAS	Health and Human Services Administrative System
HRMS	Human Resources Management System
IRSC	Information Resources Steering Committee
IAD	Internal Audit Division
LAN	Local Area Network
MIT	Management Information Team
OGR	Office of Governmental Relations
SDLC	Software Development Life Cycle
XO	Executive Order

Texas Department of Health

Business Practices Evaluation

Status Report – 5/31/2003

Initiative	BPE page reference	Deliverable	BPE due date <i>Implemented date</i>	Assessed progress		Responsible person/supervisor title/contact info
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1. Hold personal meetings to keep the Legislature and staff informed of TDH activities.	12	Meetings with legislative leadership and legislative staff	Immediate and ongoing	Implemented	The Commissioner and the director of the Office of Government Relations (OGR) made it a priority to meet personally with legislators on public health issues and to brief legislative offices on “hot topics.”	Jayne Nussbaum, Dir., Office of Governmental Relations Ext. 7263 Supervisor: Debra Stabeno, Deputy Comm. for Programs Ext. 7679
2. Produce detailed audit reports to TDH executive management, Board, and State Auditor’s Office.	13	Detailed audit reports distributed to TDH executive management, Board and SAO upon completion	Immediate and ongoing	Implemented	The Internal Audit Division (IAD) implemented this recommendation and began distributing detailed audit reports to TDH executive management in November 2001.	Mark Scott, Dir., Internal Audit Ext. 7354 Supervisor: Chair, BOH Ext. 7484
3. Survey Internal Audit customers on report format, content, and length.	13	Survey results from customers	11/30/2001 9/1/2001	Implemented	The IAD director obtained input from the Board of Health, the State Auditor’s Office, the Legislative Budget Board, TDH management and others on a new report format. IAD began using the new format in September 2001. The State Agency Internal Audit Forum (SAIAF) peer review report issued 1/3/2003 indicated that the one-page summary cover that accompanies the full audit report is a best practice.	Mark Scott, Dir., Internal Audit Ext. 7354 Supervisor: Chair, BOH Ext. 7484

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4. Audit reports become agenda items for discussion at executive staff meeting.	13	Audit reports are an agenda item at executive staff meetings	11/30/2001 11/1/2001	Implemented	This procedure was implemented in November 2001. The IAD director is responsible for ensuring that the report is discussed with the appropriate levels of management and the Board of Health.	Mark Scott, Dir., Internal Audit Ext. 7354 Supervisor: Chair, BOH Ext. 7484
5. Produce quarterly reports on implementation status of all audit recommendations.	14	Process for distributing quarterly reports on implementation status of audit recommendations	11/30/2001 5/1/2002	Implemented	The IAD began issuing quarterly reports on the status of audit findings in May 2002. The IAD director communicates this information to the Board of Health and the appropriate levels of management. The report is also shared with the State Auditor's Office.	Mark Scott, Dir., Internal Audit Ext. 7354 Supervisor: Chair, BOH Ext. 7484
6. Board Chair and Commissioner should meet with State Auditor.	14	Meeting with SAO	11/30/2001 11/30/2001	Implemented	Dr. Sanchez and Dr. Anzaldua met with the State Auditor on 11/30/2001. Dr. Sanchez and agency leadership have met and will continue to meet with the State Auditor and staff to discuss progress on the BPE initiatives as well as other audit topics.	Dr. Eduardo Sanchez, COH Ext. 7375 Supervisor: Chair, BOH Ext. 7484
7. Request State Agency Internal Audit Forum (SAIAF) peer review.	15	SAIAF peer review requested	10/31/2001 10/2/2001	Implemented	The IAD director submitted a written request to the SAIAF Peer Review committee on 10/2/2001.	Mark Scott, Dir., Internal Audit Ext. 7354 Supervisor: Chair, BOH Ext. 7484
8. Complete SAIAF peer review.	15	SAIAF peer review completed	4/30/2002 1/3/2003	Implemented	The SAIAF Peer Review team issued its final report dated 1/3/2003. The report stated that the TDH IAD "generally complies with the Institute of Internal Auditor's Standards for the Professional Practice of Internal Auditing." This is the highest rating attainable.	Mark Scott, Dir., Internal Audit Ext. 7354 Supervisor: Chair, BOH Ext. 7484

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9. Be proactive in communications with public media including issuing more frequent press releases.	15	Proactive communications plan	Immediate and ongoing	Implemented	TDH has implemented a proactive communications policy, including distribution of feature articles on important public health topics to radio and television stations, to print media markets such as schools and agencies of local government, and to TDH Internet sites. The Office of Communications monitors indicators of public usage of TDH media products, such as "hits" and "downloads" on the agency website.	Marsha Canright, Dir., Office of Communications Ext. 7400 Supervisor: Debra Stabeno, Deputy Comm. for Programs Ext. 7679
10. Strengthen media communication policy.	16	New, stronger media communication policy in place	11/30/2001 4/18/2002	Implemented	TDH implemented its News Media Policy (Executive Order XO-0603) in April 2002. Among other provisions, the policy: - makes employees responsible for determining whether they are the appropriate persons to provide the information requested by news media; - requires supervisors to ensure their employees are aware of the policy; and - requires that employees notify the TDH press officer before agreeing to any news media interviews about controversial topics or public health emergencies.	Marsha Canright, Dir., Office of Communications Ext. 7400 Supervisor: Debra Stabeno, Deputy Comm. for Programs Ext. 7679
11. Advertising and publications cleared through the Office of Communications.	16	System for requiring Office of Communications approval of all advertising and publications	11/30/2001	Partially Implemented	In April 2002, TDH implemented its Advertising Policy (Executive Order XO-0616), which provides that the Director of the Office of Communications (OC) approves contracts with outside vendors for advertising products and services. OC monitors TDH advertising through a comprehensive tracking system. Regarding approval of publications, OC filled a new position for a publications quality manager in October 2002 and drafted a publications policy in January 2003. OC has been reviewing and incorporating comments on the draft policy and working on a logo policy that will apply to publications. OC plans to issue a final draft of the Publications Quality Policy for formal review by July 2003. Implementation of publications approval will occur in the following five stages: 1) all newsletters and annual reports; 2) forms and form letters; 3) brochures and fliers; 4) web-based content; and 5) agency reports.	Marsha Canright, Dir., Office of Communications Ext. 7400 Supervisor: Debra Stabeno, Deputy Comm. for Programs Ext. 7679

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12. Staff Government Relations Office (OGR) with people who know TDH.	17	OGR staff knowledgeable about TDH and the legislative process	12/31/2001 2/1/2002	Implemented	The current staff of the Office of Governmental Relations (OGR) has varied expertise in health-related issues. Jayne Nussbaum, appointed Director for OGR on 2/1/2002, brings five years of prior experience with Centers for Disease Control at the national level and six years of high-level policy development with TDH. Other staff members have experience in state and/or federal health-related fields, including EMS, immunizations, Medicaid, regulatory issues, and border health.	Jayne Nussbaum, Dir., Office of Governmental Relations Ext. 7263 Supervisor: Debra Stabeno, Deputy Comm. for Programs Ext. 7679
13. Develop database of frequently asked legislative questions.	17	Legislative request database Q&As Fact sheets	11/30/2001 11/30/2001	Implemented	OGR established an Access database on 11/30/2001 to track all legislative questions/requests that pass through their office, keying the items by topic and legislator/staff making the request. Reports can be generated by topic or legislator. This helps identify key parties in given health areas. OGR works with TDH programs to develop issue papers on "Hot Topics." These are detailed documents by subject area answering most of the FAQs. The current issue papers are available online through OGR's site and others are available by request. OGR will evaluate the effectiveness of this process following the 78th Legislative Session.	Jayne Nussbaum, Dir., Office of Governmental Relations Ext. 7263 Supervisor: Debra Stabeno, Deputy Comm. for Programs Ext. 7679
14. Screen all requests for legislative action.	18	Process in place to screen requests for legislative action	11/30/2002 6/1/2002	Implemented	OGR developed a form and checklist in January 2002 for TDH program staff to develop legislative initiatives. OGR began meeting with the programs to work cooperatively on legislative initiatives in June 2002. All initiatives were closely reviewed by OGR staff and presented to the Executive Team (ET) for review and approval. Initiatives approved by ET were presented to and approved by the Board of Health (BOH) in July 2002. The BOH approved an additional initiative in September 2002. Next steps in the process included development of potential draft legislation (overseen by the Office of General Counsel) and gathering of stakeholder input (conducted by program staff and OGR). Any additional proposed initiatives were subject to the same review and approval process.	Jayne Nussbaum, Dir., Office of Governmental Relations Ext. 7263 Debra Stabeno, Deputy Comm. for Programs Ext. 7679

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15. Establish permanent implementation and reengineering team.	19	Business Improvement Office (BIO) established	11/30/2001	Partially Implemented	<p>The BPE called for creation of a team of 5 people. The COO hired two initial BIO staff members in January 2002. A Director and an additional staff member were hired in December 2002.</p> <p>The four BIO staff members possess knowledge, skills and abilities in fields including auditing, health care, and information systems. The Director has experience managing business improvement projects.</p>	<p>Ben Delgado, COO Ext. 6509</p> <p>Supervisor: Dr. Eduardo Sanchez, COH Ext. 7375</p>
16. Ensure compliance with Rider 2 by reporting progress on implementation of recommendations.	19	Rider 2 quarterly status report on progress on implementation of recommendations	12/1/2001 12/1/2001 Ongoing	Implemented	Reports are submitted on a quarterly basis. The first report was issued on 12/1/2001.	<p>Elaine Powell, Dir., BIO Ext. 7303</p> <p>Supervisor: Ben Delgado, COO Ext. 6509</p>
17. Implementation team to present plan for functional review of agency.	19	Functional review plan developed and presented to agency	2/28/2002 9/1/2002	Implemented	Implementation team developed a plan which was included in the 4th quarter status report for FY 2002.	<p>Elaine Powell, Dir., BIO Ext. 7303</p> <p>Supervisor: Ben Delgado, COO Ext. 6509</p>
18. Link implementation team to HHSC.	20	Establish link from Business Improvement Team to HHSC	11/30/2001 1/25/2002 Ongoing	Implemented	BIO staff contacted HHSC's Business Process Improvement unit on 1/25/2002, and they have maintained contact since that time.	<p>Elaine Powell, Dir., BIO Ext. 7303</p> <p>Ben Delgado, COO Ext. 6509</p>
19. Status report on implementation of TDH customer service plan.	20	Customer service plan and status report	11/30/2001 5/31/2002	Implemented	A TDH customer service workgroup developed a proposed customer service plan. The Customer Relations Representative presented recommendations to the Executive Team and began implementing approved items, including establishing the central toll-free line and distributing the survey. The results of the survey and the status of other activities were reviewed in preparation for completion of the Customer Service Report submitted on 5/31/2002.	<p>Jackie McDonald, Dir., Office of Board of Health Ext. 7484</p> <p>Supervisor: Dr. Eduardo Sanchez, COH Ext. 7375</p>

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20. Develop central toll-free number.	20	Central toll-free number	4/30/2002 9/6/2001	Implemented	The central toll-free number (888-963-7111) became operational on 9/6/2001 and is on the TDH letterhead. The toll-free number is directed to TDH's main number, and calls are answered by Information & Referral Technicians (operators). Monthly call volume has increased from 376 calls in September 2001 to an average of about 15,000 in spring 2003.	Jackie McDonald, Dir., Office of Board of Health Ext. 7484 Supervisor: Dr. Eduardo Sanchez, COH Ext. 7375
21. Comprehensive salary review.	22	Comprehensive salary review	6/30/2002 5/31/2002	Implemented	TDH HR staff compared the level of required expertise and education for key technical positions, such as health physicist, chemist, and microbiologist, to similar positions in local health departments. The results, completed in May 2002, showed that TDH has appropriately classified these positions. A significant increase in turnover would justify a comparable review in the future.	James Williams, Acting Dir., HR Mgmt. Div. Ext. 6378 Supervisor: Wanda Thompson, Assoc. Comm. for Operational Support Ext. 7720
22. Develop plan for management training.	22	Management training plan	2/28/2002	Partially Implemented	The TDH Executive Team approved the project team's proposed Supervisory and Management Development Program (SMDP) in December 2002. Since that time, 14 workgroups have been working on specific tasks to finalize the program, including: - developing processes for participant selection and registration - determining logistics for holding the workshops, and - designing content for the training modules as well as elective opportunities. Over 220 nominees for the program are responding to a questionnaire from which the project team will develop the individual workshop groupings. A website provides information on the SMDP process and more content will be added continuously. The project team members attended a pilot workshop on 5/28/2003 and will address feedback regarding program content, flow, and materials. The project team will continue work over the summer to develop remaining workshops and electives.	Joan Strawn, Org. & HR Development. Div Ext. 2807 Supervisor: Wanda Thompson, Assoc. Comm. for Operational Support Ext. 7720

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23. Use UT survey as management tool to target areas that need improvement.	23	SOE survey complete and results used for appropriate intervention	2/28/2002 12/12/2002	Implemented	<p>On 12/12/2002, the TDH Executive Team approved the plan for making improvements that address 6 focus areas from the Survey of Organizational Excellence (SOE). Updates on agency progress in the 6 focus areas are communicated to staff through a kiosk in the TDH Austin main lobby and an agency SOE website. The updates cover topics such as the new performance evaluation system, the new supervisor/management development program, the administrative policy project, the correspondence tracking system, and internal communication tools.</p> <p>Work on addressing the focus areas continues, with monthly updates to the website and related and timely communications to staff. Staff will evaluate progress and review lessons learned in preparation for the next SOE period. The following website provides information on the SOE: http://tdh-online/tdhsurvey/default.htm</p>	<p>Robin Scott, Org. & HR Development. Div. Ext. 6114</p> <p>Supervisor: Wanda Thompson, Assoc. Comm. for Operational Support Ext. 7720</p>
24. State guiding principles in personnel policy manual.	24	Guiding Principles in Personnel Manual	11/30/2001 10/2/2001	Implemented	Guiding Principles have been included in the Human Resources Policy Manual and can be accessed by all TDH staff through the TDH Intranet.	<p>James Williams, Acting Dir., HR Mgmt. Div. Ext. 6378</p> <p>Supervisor: Wanda Thompson, Assoc. Comm. for Operational Support Ext. 7720</p>
25. Consolidate grievance processes.	25	Revised and implemented grievance process	12/31/2001 10/1/2002	Implemented	The changes in the grievance processes became effective on 10/1/2002. Employees now have a single place to go for assistance with complaints. The Office of the Ombudsman assist employees and supervisors in resolving both discrimination and non-discrimination issues.	<p>Herman Horn, Dir., Office of the Ombudsman Ext. 7627</p> <p>Supervisor: Ben Delgado, COO Ext. 6509</p>

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26. Create Ombudsman function within the Office of Equal Opportunity.	25	Position of Ombudsman	12/31/2001 10/1/2002	Implemented	TDH appointed the Ombudsman on 10/1/2002, and renamed the Office of Equal Opportunity to reflect the change in functions of the Ombudsman. Section 800 of the TDH Personnel Manual was updated to reflect the scope of this office. Agency-wide announcements informed staff of this change.	Herman Horn, Dir., Office of the Ombudsman Ext. 7627 Supervisor: Ben Delgado, COO Ext. 6509
27. Review performance journal process and implement modifications.	26	New performance evaluation system	8/31/2002	Partially Implemented	The TDH Executive Team approved the new Performance Evaluation System (PES) on 1/9/2003 for implementation on 7/1/2003. All TDH staff are being trained on the new system; as of 5/31/2003, over 2,800 staff have attended a training workshop. Key features of the PES include an employee self-assessment, a supervisor assessment, a new rating system and standards for job performance, customer service, and adherence to policy.	James Williams, Acting Dir., HR Mgmt. Div. Ext. 6378 Supervisor: Wanda Thompson, Assoc. Comm. for Operational Support Ext. 7720
28. Compile monthly reports from agency and publish on Intranet.	26	Intranet reports site	11/30/2001 5/31/2002	Implemented	The Business Improvement Office coordinated with the Information Systems Web Office to make the Commissioner's Report available through TDH Online. The comprehensive report, detailing TDH activities by area, is published on the Internet after the Commissioner presents the report at a Board of Health meeting. See: www.tdh.state.tx.us/comm/board/commishreports.htm	Elaine Powell, Dir., BIO Ext. 7303 Supervisor: Ben Delgado, COO Ext. 6509
29. Implement PeopleSoft.	28	PeopleSoft successfully implemented	9/1/2001 12/9/2002	Implemented	TDH implemented the Financial module on 9/1/2001. The Human Resource module was opened for transactions on 12/9/2002. The December 2002 payroll successfully processed in this system. The January 2003 payroll experienced some system problems; however, those issues have been identified and corrected.	Sharon Brewer, then HHSAS Project Manager Supervisor: Gary Bego, Deputy Comm. for Admin. Ext. 7150

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30. Formalize policy and procedure for budget process.	29	Revised/formalized budget development process	11/30/2001 3/3/2003	Implemented	The CFO formed workgroups known as FAIR Teams (Fiscal and Administrative Improvement Response) to review administrative business practices and propose improved policies and procedures. On 3/3/2003, the TDH Executive Team approved policies drafted by the Budget FAIR Team concerning development of the operating budget, and the Executive Sponsors approved related procedures later that month. TDH will continue to refine the budget policies and procedures to adjust for decisions and intent expressed during each legislative session and further integrate federal and state funding sources.	Machelle Pharr, CFO Ext. 7640 Supervisor: Ben Delgado, COO Ext. 6509
31. Centralize all budget and accounting policy and procedure.	29	Agency-wide policies and procedures established by central authority	11/30/2001 3/3/2003	Implemented	On 3/3/2003, the TDH Executive Team approved centralized policies drafted by the Budget FAIR Team and the Accounting FAIR Team concerning budget and accounting, and the Executive Sponsors approved related procedures later that month. TDH will continue to refine the budget policies and procedures to adjust for decisions and intent expressed during each legislative session and further integrate federal and state funding sources.	Machelle Pharr, CFO Ext. 7640 Supervisor: Ben Delgado, COO Ext. 6509
32. Chief Financial Officer should review and refine budget development process.	29	Revised budget development procedure	1/31/2002 3/3/2003	Implemented	In spring 2002, the CFO developed procedures for the development of the FY 2003 operating budget. The TDH Executive Team approved policies drafted by the FAIR Teams further refining the budget development process on 3/3/2003, and the Executive Sponsors approved related procedures later that month. TDH will continue to refine the budget policies and procedures to adjust for decisions and intent expressed during each legislative session and further integrate federal and state funding sources.	Machelle Pharr, CFO Ext. 7640 Supervisor: Ben Delgado, COO Ext. 6509
33. Explain revised budget development process to agency management.	29	Presentation to TDH Senior Management	1/31/2002 3/3/2003	Implemented	The CFO presented written procedures for the FY 2003 operating budget to the TDH Executive Team in June 2002 and received comments. These procedures were further refined by the FAIR teams. Training will be an ongoing component of the TDH budget development process.	Machelle Pharr, CFO Ext. 7640 Supervisor: Ben Delgado, COO Ext. 6509

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34. Produce monthly budget reports by program.	30	Monthly budget reports	11/30/2001 11/12/2002	Implemented	On 11/12/2002 the Budget and Revenue Division distributed a memo to Regions, Hospitals and Associateships providing information about the monthly budget reports available on HHSAS.	Machelle Pharr, CFO Ext. 7640 Supervisor: Ben Delgado, COO Ext. 6509
35. Establish policy and procedure for regular budget monitoring.	30	New policy regarding budget reporting and monitoring	11/30/2001	Partially Implemented	On 3/3/2003, the TDH Executive Team approved a policy (Executive Order XO-0509) for monitoring the operating budget. Additional analysts were hired in the budget department in January 2003. Full implementation of the budget monitoring procedures is expected by September 2003.	Machelle Pharr, CFO Ext. 7640 Supervisor: Ben Delgado, COO Ext. 6509
36. Hold program managers accountable for budget monitoring and reporting.	30	System of accountability for budget management in programs	11/30/2001	Delayed	On 3/3/2003, the TDH Executive Team approved a policy (Executive Order XO-0509) stating that managers are responsible for appropriately managing their program budgets and for insuring that expenditures do not exceed authorized operating budget levels. The CFO's Deputyship will develop reports that will allow senior managers to hold program managers accountable for this budget monitoring, and this will be incorporated in the rollout of the new performance evaluation process scheduled for 7/1/2003.	Machelle Pharr, CFO Ext. 7640 Supervisor: Ben Delgado, COO Ext. 6509
37. Consolidate Budget and Accounting staff.	30	Consolidated staff	9/1/2003 1/1/2003	Implemented	The CFO proposed a dual approach to consolidating budget and accounting staff. A budget staff member in each Administrative Service Centers, Regions, and Hospitals will serve as a liaison with the central office budget staff, now reporting to the CFO. In contrast, all accounting staff are now reporting to the central accounting office located within the Fiscal Division. These actions were effective 1/1/2003. Additionally, staff within the Deputyship of Financial Services were realigned to incorporate all common functions regardless of funding source.	Machelle Pharr, CFO Ext. 7640 Supervisor: Ben Delgado, COO Ext. 6509

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38. Chief Financial Officer to hold monthly budget meetings with bureau chiefs.	31	Schedule of regular budget meetings between CFO and bureau chiefs	11/30/2001 3/1/2002	Implemented	The CFO came on board in February 2002, and initiated regular meetings with bureau chiefs. Budget analysts attend meetings when Associateships hold meetings for all bureaus. Subsequently, the CFO and COO determined that the optimal frequency for these meetings was quarterly instead of monthly. The budget information is communicated during the TDH Senior Management meetings. Additionally, meetings are held with bureau chief representatives on details of their respective budgets. TDH has continued to improve the tools available for budgeting. With the implementation of HHSAS HRMS, TDH has drafted reports to allow effective monitoring of positions budgeted to multiple strategies and funds. Additionally, a Budget Management Workgroup determined the point of control for each program budget and established performance level agreements.	Machelle Pharr, CFO Ext. 7640 Supervisor: Ben Delgado, COO Ext. 6509
39. Provide legislative leadership with advance notice of transfers and other budget issues.	31	Regular standing monthly meetings with LBB Legislative leadership added to routing for transfer notifications	Immediate and ongoing	Implemented	The CFO meets with the Governor's Office of Budget, Policy and Planning (GOBPP) and LBB staff once a month regarding transfers and other significant budget issues. The TDH Bureau Chief of Budget and Revenue sends notice of transfers to the GOBPP and HHSC. This notification occurs at least 14 days before the Board of Health meetings.	Kathleen Barnett, Chief, Bur. of Budget and Revenue Ext. 7640 Supervisor: Machelle Pharr, CFO Ext. 7640
40. Develop plan to train accounting staff on expenditure coding.	32	TDH Fiscal staff trained on expenditure coding	11/30/2001 Ongoing	Partially Implemented	The Bureau of Financial Services and Central Procurement Services developed expenditure coding training materials for users of HHSAS Accounts Payable and Purchasing modules. Staff had additional classroom training through the Comptroller's Office, and that office will conduct on-site training on July 21, 23, and 25 2003. Additionally, a checklist has been developed to assist Accounts Payable staff with voucher review. This initiative will be fully implemented once an "item table" in HHSAS is developed and deployed that will infer predetermined coding for requisitions, purchase orders and vouchers.	Paul Roch, Dir., Fiscal Division Ext. 7674 Supervisor: Chief, Bur. of Financial Services Ext. 7640

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41. Chief Financial Officer to review all federal fund expenditure policies.	32	Review of federal fund expenditure policies	11/30/2001	Partially Implemented	The review of these policies was incorporated into the Budget FAIR Team. The CFO restructured the Bureau of Budget and Finance (effective 1/1/2003) so it now assumes all budgetary responsibilities relating to federal and state funds. The CFO intends to continue to review and refine policies and procedures on a regularly scheduled basis.	Machelle Pharr, CFO Ext. 7640 Supervisor: Ben Delgado, COO Ext. 6509
42. Internal Audit to review budgeting and expenditure of appropriated funds.	33	Audit of budget and expenditures of appropriated funds	8/31/2002	Partially Implemented	Phase I of the audit has been completed, with the final report (audit report #200202) issued to management and the Board of Health in November 2002. Follow-up work has been done on Phase I, and the Phase II audit report is scheduled for issuance in August 2003.	Mark Scott, Dir., Internal Audit Ext. 7354 Supervisor: Chair, BOH Ext. 7484
43. Prepare annual financial report internally.	33	Internally prepared annual financial report	11/30/2001 11/20/2001	Implemented	The FY 2001 Annual Financial Report (AFR) was prepared internally and published 11/20/2001. The FY 2002 AFR was prepared internally and published 11/20/2002.	Paul Roch, Dir., Fiscal Division Ext. 7674 Supervisor: Chief, Bur. of Financial Services Ext. 7640
44. Chief Financial Officer must meet personally with legislative staff.	33	Meetings between CFO and legislative staff	Immediate and ongoing	Implemented	The CFO has met consistently with legislative staff since March 2002.	Machelle Pharr, CFO Ext. 7640 Supervisor: Ben Delgado, COO Ext. 6509
45. Contract with expert to assess cost allocation methodology.	35	Contract for comprehensive cost allocation assessment	11/30/2001	Partially Implemented	TDH engaged contractors with expertise in developing indirect cost methodologies to prepare the FY 2003 indirect cost plan. This plan was completed by the 2/28/2003 due date. Further analysis of the TDH indirect cost methodology will be reviewed and coordinated with HHSC in light of the consolidation required by HB 2292, 78th Legislative Session.	Chief, Bur. of Financial Services (To be named.) Supervisor: Machelle Pharr, CFO Ext. 7640

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46. Cost allocation assessment complete and results included in the LAR.	35	Comprehensive cost allocation plan to be used in LAR	4/30/2002	Delayed	Any changes made as a result of the cost allocation methodology assessment will be reflected in the next LAR for the FY 2006-07 biennium.	Kathleen Barnett, Chief, Bur. of Budget and Revenue Ext. 7640 Supervisor: Machelle Pharr, CFO Ext. 7640
47. Adopt cost allocation methodology.	35	Cost allocation methodology	9/1/2003	Delayed	The CFO will recommend a cost allocation methodology after reviewing the recommendations of the contractor.	Chief, Bur. of Financial Services (To be named.) Supervisor: Machelle Pharr, CFO Ext. 7640
48. Identify all direct and indirect administrative costs.	37	All direct and indirect administrative costs identified	2/28/2002	Delayed	The FAIR Teams formed by the CFO to review TDH business practices conducted a survey to identify administrative duties performed by personnel in program areas throughout the agency. Using the results of the survey and the FAIR Teams' analyses, the Executive Sponsors centralized certain administrative positions and consolidated others into Administrative Service Centers. This action laid the groundwork for further identification of direct and indirect administrative costs, which will be analyzed as part of TDH's work on service delivery integration.	Chief, Bur. of Financial Services (To be named.) Supervisor: Machelle Pharr, CFO Ext. 7640
49. Coordinate with LBB to determine best method of providing administrative cost information to the Legislature.	37	Best method of providing administrative cost information to Legislature	2/28/2002	Partially Implemented	In November 2002, the CFO began discussions with the LBB regarding the best method for reporting administrative cost. During the legislative session, the LBB's focus was on obtaining agency budget requests in a new, zero-based format. Consequently, there were no opportunities to address administrative costs on a long-term basis during this quarter. The CFO and staff will resume discussions with the LBB regarding administrative costs after the conclusion of the legislation session and will also confer with other HHSC agencies in light of the consolidation required by HB 2292, 78th Legislature.	Kathleen Barnett, Chief, Bur. of Budget and Revenue Ext. 7640 Supervisor: Machelle Pharr, CFO Ext. 7640

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50. Central office purchasing to establish all purchasing policy and procedure.	38	Centralized policies and procedures in areas listed	11/30/2001 3/3/2003	Implemented	On 3/3/2003, the TDH Executive Team approved standardized purchasing policies drafted by the Purchasing/Contracting FAIR Team, and the Executive Sponsors approved related procedures later that month.	Machelle Pharr, CFO Ext. 7640 Supervisor: Ben Delgado, COO Ext. 6509
51. Consider hybrid purchasing structure for regions.	39	Hybrid purchasing structure for regions	9/1/2003 12/1/2002	Implemented	To meet the their purchasing needs in a timely manner, the regions have maintained purchasing personnel who coordinate closely with the central office Procurement and Contracting Services Division staff and rely on them for designated large purchases. The regional purchasing staff must strictly adhere to the policies and procedures set forth by the Purchasing/Contracting FAIR Team.	Bob Burnette, Dir., Central Procurement Services Ext. 6951 Supervisor: Chief, Bur. of Financial Services. Ext. 7674
52. Centralize all grant and contract management policies and procedures.	39	Centralized policies and procedures in Grants and Contract Management	11/30/2001 3/3/2003	Implemented	TDH centralized grant and contract management functions, policies and procedures under the CFO's deputyship. On 3/3/2003, the Executive Team approved centralized policies drafted by the Grants FAIR Team and the Purchasing/Contracting FAIR Team. The Executive Team approved related procedures later that month.	Machelle Pharr, CFO Ext. 7640 Supervisor: Ben Delgado, COO Ext. 6509
53. Centralize grant and contract management staff.	40	Consolidated staff	9/1/2003 1/10/2003	Implemented	TDH centralized grant and contract management staff under the CFO's deputyship by realigning divisions by functionality. The Contract Policy and Monitoring Division oversees policy development, administrative support and monitoring processes. The Procurement and Contracting Services Division, now a single unit, handles all contracts for both client services and goods/services.	Machelle Pharr, CFO Ext. 7640 Supervisor: Ben Delgado, COO Ext. 6509

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54. Hold designated personnel accountable for meeting contract renewal dates.	40	Process in place to hold staff accountable	11/30/2001	Partially Implemented	<p>The new employee performance evaluation system, scheduled for implementation on 7/1/2003, will contain provisions for "holding staff accountable" for not meeting contract renewal dates.</p> <p>Using a report developed internally, the Procurement and Contract Services Division (P&CS) will monitor renewal dates twice a year, on September 1 and January 1. P&CS management will notify the appropriate supervisory staff regarding contract managers that do not meet contract deadlines. These omissions will be noted in contract managers' performance evaluations.</p>	<p>Paul Roch, Dir., Fiscal Div. Ext. 7674</p> <p>Machelle Pharr, CFO Ext. 7640</p>
55. Review contract administration "waiver" process.	40	Completed review of waiver process	2/28/2002 8/31/2002	Implemented	<p>The former Grants Management Division developed business criteria for when a waiver should be granted. This information was distributed on 8/31/2002.</p>	<p>Melanie Doyle, Dir., Contract Monitoring and Policy Div. Ext. 2276</p> <p>Supervisor: Machelle Pharr, CFO Ext. 7640</p>
56. Centralize all human resources policies and procedures.	41	Uniform application of existing centralized policies and procedures	11/30/2001 12/31/2002	Implemented	<p>As of 12/31/2002, TDH adopted centralized HR policies and procedures. The focus then turned to ensuring compliance with these policies and procedures. BHR has emphasized compliance in its interactions with TDH management and non-management staff.</p> <p>In April 2003, the Health and Human Services Commission (HHSC) announced that effective June 1, 2003, all HHS agencies' HR staff would be consolidated under HHSC leadership. A future action is planned to address centralizing HR policies throughout the enterprise.</p>	<p>James Williams, Acting Dir., HR Mgmt. Div. Ext. 6378</p> <p>Supervisor: Wanda Thompson, Assoc. Comm. for Operational Support Ext. 7720</p>
57. Consolidate all human resources staff.	41	Study considered staff consolidation	9/1/2003	Partially Implemented	<p>TDH consolidated all Austin office HR staff on 12/31/2003. HR staff in Regions and Hospitals were not consolidated at that time. Effective 6/1/2003, HHSC consolidated all human resources functions, both in and outside of Austin.</p> <p>Consequently, after 5/31/2003, TDH can no longer take action on this initiative.</p>	<p>James Williams, Acting Dir., HR Mgmt. Div. Ext. 6378</p> <p>Supervisor: Wanda Thompson, Assoc. Comm. for Operational Support Ext. 7720</p>

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58. Develop agency-wide approach to systems development and hardware/software procurement.	42	Agency-wide standard for all hardware/software issues including: 1. Implementation of System Development Life Cycle (SDLC) 2. Hardware / Software procurement standard enforced in all new and upgrading IT systems 3. (Online) tool to assist users in understanding/ complying with standards	1/31/2002 3/31/2003	Implemented	<p>The IRSC adopted the new SDLC Standard (Executive Order XO-0302) on 8/15/02. This Standard defines a common Software Development Life Cycle Process for all custom software application development projects in TDH that works to achieve customer satisfaction by delivering software applications that satisfy agreed upon specifications, delivery schedules and cost estimates. It applies to all TDH software development projects begun after 8/15/02 where the primary work product is a software application that automates administrative or program business functions within TDH. Training for affected staff was held in December 2002. A Guide for implementing the Standard is posted on the TDH Intranet.</p> <p>The IT Procurement Standard, adopted on 9/10/02 by the IRSC, ensures that TDH information resources purchase requisitions are reviewed and approved by Information Resources Manager prior to the purchase, in accordance with TDH Operating Policies OP-1251 and OP-1261 and Texas Government Code Chapter 2157. A Guide for implementing the Standard is posted on the TDH Intranet.</p> <p>Information Resources staff developed an online system for project managers to report compliance with IT Architecture Standards on all IT projects. The report, produced monthly, is reviewed by the IRSC. The first report was produced 3/31/2003 and presented at the 4/24/2003 IRSC meeting.</p> <p>Users can access these Standards, Guides and Checklists online at http://online/is/default.htm under "IT Architecture."</p>	<p>Jake Nicholson, Dir., Office of Quality Assurance and Security Ext. 6031</p> <p>Supervisor: Tom Thornton, Assoc. Comm. for Info. Systems Ext. 7271</p>
59. Adopt a system for reporting to executive staff on implementation of systems policy and procedure.	42	Authority granted to the IRM and the reporting system in place	11/30/2001 3/31/2003	Implemented	<p>TDH Executive Order XO-0303 grants authority to the IRM to carry out the duties related to IT systems policies and procedures. Under the IRM's direction, the Information Resources staff developed an online system for project managers to report compliance with IT Architecture Standards. Training for this system was delivered to the affected staff on 3/12/2003. The first report was produced 3/31/2003 and presented at the 4/24/2003 IRSC meeting.</p> <p>The Standards, Guides and Checklists are available on the TDH Intranet at http://online/is/default.htm under "IT Architecture."</p>	<p>Jake Nicholson, Dir., Office of Quality Assurance and Security Ext. 6031</p> <p>Supervisor: Tom Thornton, Assoc. Comm. for Info. Systems Ext. 7271</p>

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60. Deputy Commissioner for Administration to chair Information Resources Steering Committee.	42	Revised IRSC charter	11/30/2001 3/12/2002	Implemented	The Executive Team approved the IRSC Charter revisions in March 2002, naming the Deputy Commissioner for Administration as the Chair.	Tom Thornton, Assoc. Comm. for Info. Systems Ext. 7271 Supervisor: Gary Bego, Deputy Comm. for Admin. Ext. 7150
61. Information Resources Steering Committee (IRSC) performs constant review of systems operations.	43	IRSC charter, policies and standards, staffing plan	11/30/2001 3/31/2003	Implemented	The IRSC, officially chartered in April 2003, was established to create a TDH-wide team empowered to provide information management requirements and guidance, serving as a review point and appellate process for policy initiated by the IRM and responsible for affirming or reaffirming to agency staff the importance of adhering to policy and procedure set in motion by the IRM. Under the auspices of the IRSC, the Technical Architecture Review Board (chartered 3/31/2003) was formed to: 1) assure TDH meets Information Technology (IT) architecture requirements set by the Texas Legislature and oversight agencies; 2) assure integrated, agency-wide IT architecture standards and recommendations that maps to the TDH Strategic Plan and e-Government Vision & Action Plan; 3) assure IT architecture complies with TDH Architecture Standards; 4) provide review and recommendations to the IRSC on IT Architecture Standards; and 5) provide review and recommendations to the IRSC on project portfolio management reports indicating Return on Investment (ROI) as appropriate.	Tom Thornton, Assoc. Comm. for Info. Systems Ext. 7271 Supervisor: Gary Bego, Deputy Comm. for Admin. Ext. 7150

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62. Mandate standardization of application development, documentation, and procurement.	43	IT standards for application development, documentation, and procurement adopted	11/30/2001 3/31/2003	Implemented	Within the IT Architecture framework, the Standards, Guides and Checklists have been created for application development (adopted by the IRSC 1/23/2003), documentation (adopted by the IRSC 8/14/2002), and procurement (adopted by the IRSC 9/10/2002). These processes are available online at http://online/is/default.htm under "IT Architecture." The Documentation Standard provides a structured, methodical approach to achieve consistency in systems and project documentation, in support of systems usability, maintainability and continuity of business operations. The Procurement Standard assures IT purchases are to be made in accordance with TDH Operating Policy OP-1251 and OP-1261 and Texas Government Code 2157 and reviewed and approved by Information Resources Manager prior to the purchase.	Jake Nicholson, Dir., Office of Quality Assurance and Security Ext. 6031 Supervisor: Tom Thornton, Assoc. Comm. for Info. Systems Ext. 7271
63. Link managers' performance evaluation to adherence with information technology policy, standards, and procedures.	43	Managers' performance evaluation linked to adherence with IS policy, standards and procedures	2/28/2002	Partially Implemented	The Performance Evaluation Steering Group developed a new performance evaluation system. The system will incorporate accountability for IT, Fiscal, Human Resource management, and other administration functions into performance evaluations designed for bureau chiefs and above. The new system, which is scheduled for implementation in July 2003, will include a mandatory performance standard that addresses "adherence to policy."	James Williams, Acting Dir., HR Mgmt. Div. Ext. 6378 Supervisor: Wanda Thompson, Assoc. Comm. for Operational Support Ext. 7720
64. Information Resources Manager should approve all new technology positions or reclassifications in the agency.	43	IT Position Description approval process	11/30/2001 3/8/2002	Implemented	In March 2002, TDH established a process for the Information Resources Manager (IRM) to review all TDH IT position descriptions prior to posting in coordination with HR.	James Williams, Acting Dir., HR Mgmt. Div. Ext. 6378 Supervisor: Wanda Thompson, Assoc. Comm. for Operational Support Ext. 7720

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65. Standardized Systems Development Life Cycle (SDLC) process must be followed on all software development.	44	Training and information on interim SDLC	11/30/2001 3/31/2003	Implemented	The IRSC adopted the new SDLC Standard on 8/15/02 under Executive Order XO-0302. This standard defines a common Software Development Life Cycle Process for all custom software application development projects in TDH that works to achieve customer satisfaction by delivering software applications that satisfy agreed upon specifications, delivery schedules and cost estimates. It applies to all TDH software development projects begun after 8/15/02 where the primary work product is a software application that automates administrative or program business functions within TDH. A Guide for implementing the standard is posted on the TDH Intranet; training for affected staff was held December 2002. Information Resources staff developed an online system for project managers to report compliance with IT Architecture Standards on all IT projects. The report, produced monthly, is reviewed by the IRSC. The first report was produced 3/31/2003 and presented at the 4/24/2003 IRSC meeting.	Jake Nicholson, Dir., Office of Quality Assurance and Security Ext. 6031 Supervisor: Tom Thornton, Assoc. Comm. for Info. Systems Ext. 7271
66. Increase Internal Audit coverage of information technology policy and procedure.	44	IT policy and procedure audit plan	Immediate and ongoing	Implemented	IAD completed four IT audits during FY 2002. The FY 2003 IAD audit plan calls for eight IT audits, three of which have been completed.	Mark Scott, Dir., Internal Audit Ext. 7354 Supervisor: Chair, BOH Ext. 7484
67. Immediate access to all local area networks granted to Information Systems staff.	44	Access to all LANs by IS staff	Immediate and ongoing	Partially Implemented	The IRSC adopted the IT Network Architecture Standard at the May 2003 meeting. The Network Access Policy, a subsection of the Network Architecture Standard, provides that the Information Resources Manager (IRM), or the IRM's designee, will be granted full and immediate access to all internal TDH networks. As part of creating the detailed documentation that supports the standard, the Network Architecture subcommittee is developing related guidelines and procedures.	Jeff Peden, Chief, Bur. of Operations, Information Systems Ext. 6356 Supervisor: Tom Thornton, Assoc. Comm. for Info. Systems Ext. 7271

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68. All communication with Department of Information Resources and Legislative Budget Board regarding information technology issues must be coordinated with the Information Resources Manager's office.	44	New TDH policy requiring contact with DIR or LBB regarding information resources be coordinated with the TDH IRM	Immediate and ongoing	Implemented	Executive Order XO-0304, adopted 3/5/2002, implements this recommendation. The IRM delegated responsibility for these communications to the Bureau of Project Management (formerly the Office of Agency Information Systems Projects) for review and appropriate action to ensure that IT project-related directives and/or procedural matters are uniformly applied.	Tom Thornton, Assoc. Comm. for Info. Systems Ext. 7271 Supervisor: Gary Bego, Deputy Comm. for Admin. Ext. 7150
69. Create a committee of automation customers.	44	Committee formed and charter developed	11/30/2001 3/5/2002	Implemented	The IRSC serves as the TDH committee of automation customers. The Executive Team approved the IRSC charter in March 2002. Chaired by the Deputy Commissioner for Administration, the IRSC includes technical and non-technical members designated by the Commissioner, COO, CFO, Associate Commissioners, and regional directors. The IRSC is charged with addressing all agency issues in the automation area. Meetings are held monthly.	Tom Thornton, Assoc. Comm. for Info. Systems Ext. 7271 Supervisor: Gary Bego, Deputy Comm. for Admin. Ext. 7150
70. Hire Chief Operating Officer.	46	COO hired	11/30/2001 10/1/2001	Implemented	The position of Chief Operating Officer was filled on 10/1/2001.	Dr. Eduardo Sanchez, COH Ext. 7375 Supervisor: Chair, BOH Ext. 7484
71. Elevate Office of Equal Opportunity to report to Chief Operating Officer.	47	Change in reporting structure	11/30/2001 11/1/2001	Implemented	Effective November 2001, the Office of Equal Opportunity (later renamed the Office of the Ombudsman) began reporting to the COO.	Herman Horn, Dir., Office of the Ombudsman Ext. 7627 Supervisor: Ben Delgado, COO Ext. 6509

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72. Establish strategic planning as independent function.	47	Strategic planning as an independent function	11/30/2001 12/1/2002	Implemented	Effective 12/1/2002, TDH created the Office of Strategic Health Planning to handle strategic planning functions. To address the need for coordination with potential public health partners, the office reports to the Deputy Commissioner for Programs.	Rick Danko, Dir., Office of Strategic Health Planning Ext. 7261 Supervisor: Debra Stabeno, Deputy Comm. for Programs Ext. 7679
73. Create Office of Inspector General.	48	Office of Inspector General	11/30/2001	Not Implemented	The recommended office would have combined internal audit and criminal investigations. The Texas Government Code, §2102.007, requires that the internal auditor report directly to an agency's Board. To give the criminal investigations function a stronger focus, TDH executive management changed the reporting structure to have the Office of Criminal Investigations report to the COO.	Executive Management of TDH Supervisor: Board of Health
74. Have Communications Office, Government Relations, and Office of the Board of Health report to Chief Operating Officer.	49	Revised organizational structure for these offices	11/30/2001	Partially Implemented	This recommendation was implemented in part effective 11/1/2001, when the Communications Office began reporting to the COO. The Board of Health and TDH executive management believed that having the Office of Governmental Relations report to the Commissioner would best support the Commissioner's efforts to restore legislative confidence in TDH. The Board also opted to have the Director of the Office of the Board of Health report to the Commissioner to facilitate timely and accurate communications with Board members. The Commissioner has continued to evaluate the organizational structure and change it as necessary to most effectively use the expertise of these offices.	Ben Delgado, COO Ext. 6509 Supervisor: Dr. Eduardo Sanchez, COH Ext. 7375
75. Create Executive Deputy Commissioner for Programs.	49	Executive Deputy Commissioner position created	11/30/2001	Not Implemented	At the time the BPE was issued, the Board of Health and TDH executive management believed that the most appropriate organizational structure was for the Deputy Commissioner for Programs to report to the Executive Deputy Commissioner.	Executive Management of TDH Supervisor: Board of Health
76. Create Associate Commissioner for Regional Operations.	50	Associate Commissioner for Regional Operations position created	11/30/2001	Not Implemented	At the time the BPE was issued, the Board of Health and TDH executive management believed that having Regional Directors report to the Executive Deputy Commissioner was the most appropriate organizational structure.	Executive Management of TDH Supervisor: Board of Health

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77. Elevate Chief Financial Officer to Deputy Commissioner level.	51	Job description reviewed, revised, appropriately classified and posted	11/30/2001 2/1/2002	Implemented	The position of Chief Financial Officer (CFO) was filled on 2/1/2002 and was staffed as the Deputy Commissioner for Finance.	James Williams, Acting Dir, HR Mgmt. Div. Ext. 6378 Supervisor: Wanda Thompson, Assoc. Comm. for Operational Support Ext. 7720
78. Consolidate all grant management functions under Chief Financial Officer.	52	Grant management functions consolidated	11/30/2001 1/10/2003	Implemented	The grants management functions were consolidated under the CFO effective 1/10/2003.	Machelle Pharr, CFO Ext. 7640 Supervisor: Ben Delgado, COO Ext. 6509
79. Consolidate all purchasing functions under Chief Financial Officer.	53	Staff consolidated	11/30/2001	Partially Implemented	In November 2001, the purchasing function for TDH central offices was transferred from the Bureau of Support Services to the Bureau of Financial Services, which now reports to the CFO. Purchasing functions for TDH programs have been consolidated in Associateship Administrative Service Centers (ASCs).	Machelle Pharr, CFO Ext. 7640 Supervisor: Ben Delgado, COO Ext. 6509
80. Create Center for Health Statistics.	54	Center for Health Statistics created	11/30/2001 12/1/2002	Implemented	Effective 12/1/2002, the Center for Health Statistics became operational with the transfer of TDH staff performing relevant functions. The Center director came on board 2/1/2003.	Gary Bego, Deputy Comm. for Admin. Ext. 7150 Supervisor: Ben Delgado, COO Ext. 6509
81. Separate human resources and support functions.	54	Separation of the functions of human resources and support services	11/30/2001	Not Implemented	After considering other improvements made in the reporting structure of the support services functions, the Board of Health and TDH executive management believed that the Associate Commissioner could devote sufficient time to both functions.	Executive Management of TDH Supervisor: Board of Health

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82. Eliminate Executive Deputy Commissioner position.	55	Executive Deputy Commissioner position eliminated	11/30/2001	Not Implemented	At the time the BPE was issued, the Board of Health and TDH executive management believed this position was necessary.	Executive Management of TDH Supervisor: Board of Health
83. Eliminate Chief of Staff position.	55	Chief of Staff position eliminated	11/30/2001 11/1/2001	Implemented	Effective 11/1/2001, the Chief of Staff position was eliminated.	James Williams, Acting Dir., HR Mgmt. Div. Ext. 6378 Supervisor: Wanda Thompson, Assoc. Comm. for Oper. Support Ext. 7720
84. Eliminate Office of Policy and Planning.	55	Office of Policy and Planning eliminated	11/30/2001	Partially Implemented	Effective 12/1/2002, TDH eliminated the Office of Policy and Planning. Planning functions are now handled by the Office of Strategic Health Planning. Health data and statistical functions are now handled by the Center for Health Statistics.	Gary Bego, Deputy Comm. for Admin. Ext. 7150 Supervisor: Ben Delgado, COO Ext. 6509
85. Eliminate Deputy Commissioner for Programs position.	56	Deputy Commissioner for Programs position eliminated	11/30/2001	Not Implemented	At the time the BPE was issued, the Board of Health and TDH executive management believed this position was necessary.	Executive Management of TDH Supervisor: Board of Health
86. Clarify central office authority for regulatory functions.	59	Policy in place clarifying central office authority for regulatory functions	11/30/2001	Delayed	The recommendation originally related to regulatory programs. TDH leadership broadened the scope to deal with time allocation and budget management across all program and regional activities. Debra Stabeno led a workgroup to clarify lines of accountability and authority for program and budget management responsibilities for all programs operated in regions. The regions and central office Associateships will develop Service Level Agreements to formalize the understanding, which will be implemented effective September 1, 2003.	Rick Bays, Assoc. Comm. for Consumer Health Protection Ext. 7338 Supervisor: Nick Curry, Executive Deputy Commissioner Ext. 7375

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87. Examine whether licensing functions should be consolidated.	61	Decision whether to consolidate licensing functions	2/28/2002 5/31/2002	Implemented	<p>During December 2001, Dr. Bell, Debra Stabeno, and Rick Bays met to clarify issues and scope of recommendations; review activities performed in this area; and develop a plan of action.</p> <p>In April 2002 the workgroup submitted its analysis and report to TDH Senior Management, concluding that consolidation of licensing is not feasible until an automated regulatory system is implemented.</p>	<p>Rick Bays, Assoc. Comm. for Consumer Health Protection Ext. 7338</p> <p>Supervisor: Nick Curry, Executive Deputy Commissioner Ext. 7375</p>
88. Plan to upgrade and consolidate licensing systems.	62	RFP issued establishing requirements	4/30/2002	Partially Implemented	TDH evaluated two vendors for best value in April 2003. TDH was not able to include a request for additional funding in the FY 2004-05 appropriations process to implement the consolidated licensing system. TDH is evaluating whether it will be possible to develop an internal system that can achieve some of the features described in the RFP that would improve the licensing systems.	<p>Rick Bays, Assoc. Comm. for Consumer Health Protection Ext. 7338</p> <p>Supervisor: Nick Curry, Executive Deputy Commissioner Ext. 7375</p>
89. Recommend statutory change to convert independent boards to advisory committees.	63	Recommendation whether to convert independent boards to advisory committees	11/30/2002	Not Implemented	In August 2002, the independent boards and TDH determined that the appropriate mechanism for addressing this recommendation is the Sunset Review process scheduled for 2005.	<p>Rick Bays, Assoc. Comm. for Consumer Health Protection Ext. 7338</p> <p>Supervisor: Nick Curry, Executive Deputy Commissioner Ext. 7375</p>
90. Complete review of mail/remittance process and implement changes.	66	Report of findings of the review with recommendations	11/30/2001 10/1/2001	Implemented	The Bureau of Resource Management conducted a review of Mail Facility and Fiscal operations on 8/16/2001, testing for bottlenecks in the remittance mail processing. Their report suggested that a timeline of the workflow be drafted. The Fiscal Division Director reviewed the timeline information on 9/18/2001, and guaranteed a 24-hour turnaround time for the Mail Facility and two working days for Fiscal. In December 2002, remittance processing was consolidated in the Fiscal Division, and the Mail Facility no longer handles remittance processing.	<p>Jackson Kramer, Chief, Bur. of Resource Mgmt. Ext. 3641</p> <p>Supervisor: Wanda Thompson, Assoc. Comm. for Operational Support Ext. 7720</p>

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91. Assign project team to identify the best way to extract information from existing systems.	71	Project team assigned	11/30/2001 2/28/2002	Implemented	<p>A Management Information Team (MIT) with representation from across the agency developed a methodology to build a website that will directly link users to health data, administrative data and provide a bibliography of available information sources.</p> <p>This site (titled TDH Information Place) went live in February 2002 and is available on both the Intranet at online/di/introsurv.htm and Internet at www.tdh.state.tx.us/chs/tipintro.htm</p>	<p>Gary Bego, Deputy Comm. for Admin. Ext. 7150</p> <p>Supervisor: Ben Delgado, COO Ext. 6509</p>
92. Project team report complete.	71	Project team report	4/30/2002 4/9/2002	Implemented	The MIT presented their report to the TDH Executive Management team on 4/9/2002. The MIT report was approved and the MIT will continue with the project as planned.	<p>Gary Bego, Deputy Comm. for Admin. Ext. 7150</p> <p>Supervisor: Ben Delgado, COO Ext. 6509</p>
93. Design management reports.	71	Management reports	4/30/2002 9/1/2002	Implemented	The MIT developed the Program Operating Plans (POPs) to provide timely, accurate and consistent information about all TDH programs. These plans will be updated annually on September 1. The POPs are available on the TDH website at: www.state.tx.us/dpa/pop/	<p>Gary Bego, Deputy Comm. for Admin. Ext. 7150</p> <p>Supervisor: Ben Delgado, COO Ext. 6509</p>
94. Revise organizational chart.	45	Revised organizational chart	11/30/2001 11/1/2001	Implemented	The organizational chart was revised and posted on the TDH website effective November 2001.	<p>Jackson Kramer, Chief, Bur. of Resource Mgmt. Ext. 3641</p> <p>Supervisor: Wanda Thompson, Assoc. Comm. for Operational Support Ext. 7720</p>